

MEMORANDUM FOR : Director of Personnel

SUBJECT : Supervisors Responsibility Program

REFERENCE : Memo from DDS, same subject dated 7 April 1964.

1. This memo summarizes the observations of our supervisors who attended the supervisors responsibility program. As you know, ten BSD supervisors, ranging in grade from GS-9 through GS-14, attended the program.

2. Substance of the Program

- a. The course material was well received by our supervisors. Particular note was made of the DDS's lecture and the fact that he came through "loud and clear." Our supervisors felt that the substance of his lecture was good and that his comments on his personal philosophy of supervision gave the entire program a proper setting and a theme.
- b. Most of our supervisors felt that there was a need for "tying up the loose ends." A capsule summary of the Agency's objective in conducting the program as well as a follow-up on the DCI's observations of professionalism might have improved the course content. In this respect, it was suggested that Mr. Kirkpatrick might speak on the subject: "Are We Professional Supervisors." The general thought to be developed is that personnel management is the basic responsibility of the supervisor--he is directly responsible for employee motivation, performance, improvement, recognition, and utilization.
- c. It was also suggested that the Director of Personnel could follow Mr. Kirkpatrick's theme with more specific examples of how professional supervisors in the Agency have actually used the services of the Office of Personnel, the Medical Staff, the Office of Training, and the General Counsel.
- d. Our supervisors noted that the program did not include the Office of Training and suggested that consideration be given to including a presentation by OTR as a means of emphasizing the training aspect of a supervisor's responsibility to his employees.


- e. Our people commented favorably on ^{Dr}~~Doctor~~ Tietjen's presentation. It was suggested, however, that ~~Doctor~~ Tietjen's presentation may have been more meaningful to those supervisors who are already aware of the Medical Staff's capabilities but might not have been as meaningful to those who did not know what the Medical Staff does, and can do, to help a supervisor. For this reason, it was felt that perhaps ~~Doctor~~ Tietjen might include in his presentation additional examples of the services of his Office.
- f. Our supervisors commented adversely on the style and content of the presentation by the Director of Finance. While they agreed that the Office of Finance has an important role in a supervisory program, they have suggested that the style and content as well as the duration of this lecture be reconsidered. They also felt that examples or illustrations might have served better to hold the attention of the audience.
- g. There was unanimous feeling that the security lecture, as presented, did not fit into the day's overall theme and that it was the low point of the day. Again, while they agree that the Office of Security should play an important role in a supervisory program, they have questioned whether the lecture should be a re-indoctrination type and felt strongly that the style and content of this lecture as a part of the supervisory program be reconsidered.

3. Organization

- 4. Our supervisors felt that the duration of the course was just about right and that one day is not too much or too little. They were impressed with the panel concept. They suggested, as noted in paragraph 2 above, a statement by Mr. Kirkpatrick with the additional suggestion that he should be the first speaker after lunch. The DCI kicked off the program and set the tone for the morning; Mr. Kirkpatrick could serve the same purpose as the first speaker after lunch. Our supervisors also felt that the movie camera and the technical aspects of filming the presentation served to distract the audience from the main speaker. Other than these few comments there were no other suggested organizational changes.

4. Summary

Our supervisors felt that the course has sufficient value to justify its being repeated, even without changes. For them, the program was especially valuable since they had a chance to see their Deputy Director, and to hear him describe his philosophy of supervision. In all, our supervisors were impressed with the purpose of the program, its content, and the attention given to it by the senior staff of the Agency.

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Chief, Benefits and Services Division